



**City of Calabasas  
Library Commission**

**LIBRARY PLAN OF SERVICE**

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# **LIBRARY PLAN OF SERVICE**

## **City of Calabasas Public Library**

### **EXECUTIVE SUMMARY**

This Plan of Service describes the anticipated public library service program that will be implemented in the new City of Calabasas Public Library. The plan incorporates those service roles that have been identified through an extensive public needs assessment updated with special attention to the needs of K-12 students in late 2002 and early 2003. These include:

- Providing a library building that will fulfill the community's vision and
- A service program emphasizing
  - The provision of popular materials to people of all ages,
  - Reference services for both students and adults, and
  - Strong collections and services for both pre-school and school-aged children.
  - Services to students provided through a Joint Venture Agreement with the Las Virgenes Unified School District and focused around a Homework Center and other joint programs.

This Plan of Service includes the *Library Mission Statement*, ten major goal statements and related service objectives that include:

- Building a Public Library
- Maximizing Access to the Library and its Services
- Developing and Maintaining Library Collections and Resources
- Library Programming
- Reference Services
- Services to K-12 Students
- Children's Services
- Adult Services
- Automation and Technology
- Staffing

An Implementation Chart relates the objectives to the Needs Assessment and identifies the staff responsible to meet the objectives, indicators for performance measurement, target dates, partnerships, and the community needs met by each objective. The attached Technology Plan describes how technology will be integrated into library resources and operations.

*The City of Calabasas has no existing public library.* Its plans for a library are integrated with its plans for a new Civic Center including cultural functions and a new City vestibule. The Civic Center, in turn, is planned in conjunction with adjacent retail and business uses that together provide the public center of a community of families. The

people who live in Calabasas share a common vision that the place where they live should exist as something more than another cluster of development tied together only by a few freeway exits. At the heart of this public space, the Library will be crucial to the City's common, public life.

Library service in Calabasas was initiated by the Los Angeles County Library System in a small room in City Hall in the early 1990's and then moved to a City-leased storefront. Withdrawing from the County Library System in 1998, the City started from scratch with a new collection of about 14,000 items in the same leased space. Six months later the library was relocated into a 4,000 square foot space in City Hall. With a collection now in excess of 25,000 volumes and growing use, this space was outgrown and the library was relocated in 2002 into its third temporary quarters – also in leased space – where it will remain until the new library is completed.

Despite these limitations, the existing service has grown in volume, community support, and demand for adequate services and facilities. Although the City's independent library service is only five years old, the library has more *active* cardholders (over 12,000) than households (7,229).

A new library will provide the capacity to expand the collection to about 4.5 items per capita, provide adequate seating for use of library resources in the building, incorporate a robust, state of the art technology program, offer enhanced programming, house local special collections, and offer other services presently impossible to provide.

There will be space to accomplish many service enhancements that have been requested, but for which space is not currently available. These new services include:

- A materials collection with much greater depth and range
- A Homework Center and study rooms for private study and tutoring
- Multi-purpose programming space with teleconferencing capabilities
- Internet access adequate to meet the public's huge demand for this service
- Enhanced electronic resources through expanded offerings of licensed databases and additional public workstations
- An enhanced area for teens to accommodate their needs for technology, media, and books
- Expanded collections of popular media materials including DVDs, books on CD, recorded music, and access to the City's videotaped records of City Council meetings and the meetings of other City Commissions
- Special collections of local and regional interest including the Santa Monica Mountains, local history, and micro businesses
- Increased programming possibilities for library users of all ages

## **CALABASAS LIBRARY PLAN OF SERVICE**

### **Introduction**

This Plan of Service describes the anticipated public library service program that will be implemented in the new City of Calabasas Public Library. The Plan includes a Joint Venture Agreement between the City of Calabasas and the Las Virgenes School District and incorporates a variety of cooperative projects intended to enhance library services to the K-12 population served by both the City and the school district.

The plan incorporates those service roles that have been identified through an extensive public needs assessment over the last five years. These include:

- Providing a library building that will fulfill the community's vision and
- A service program emphasizing
  - The provision of popular materials to people of all ages,
  - Reference services for both students and adults, and
  - Strong collections and services for both pre-school and school-aged children.
  - Special attention to the homework and research needs of K-12 students.

This Plan of Service includes the *Library Mission Statement*, ten major goal statements and related service objectives that include:

- Building a Public Library
- Maximizing Access to the Library and its Services
- Developing and Maintaining Library Collections and Resources
- Library Programming
- Reference Services
- Services to K-12 Students
- Children's Services
- Adult Services
- Automation and Technology
- Staffing

This is followed by an Implementation Plan relating the objectives to Service Roles identified through the Needs Assessment process and identifying: the staff responsible to meet the objectives, success indicators for performance measurement, target dates and frequency, partnership opportunities, and community needs met by each objective. The separate Technology Plan is integral to this Plan of Service and describes how automation and technology will be integrated into library resources, services, and operations.

*The City of Calabasas has no existing public library.* Its plans for a library are integrated with its plans for a new Civic Center including cultural functions and a new City Hall.<sup>1</sup> The Civic Center, in turn, is planned in conjunction with adjacent retail and business uses that together provide the public center of a community of families. The people who live in Calabasas share a common vision that the place where they live should exist as something more than another cluster of development tied together only by a few freeway exits.

At the heart of this public space, the Library will be crucial to the City's civic life.

### **Characteristics of the Community**

Calabasas is a rapidly growing suburban community at the western edge of the San Fernando Valley in Los Angeles County. Since its 1991 incorporation it has grown at twice the rate of the rest of the county as a whole, but the area which is now incorporated as the City of Calabasas has 47% more population than it had in 1980 and is projected to grow by an additional 55-65% by 2020. Considering the rural nature of the area twenty years ago and the continuing growth in the area today, Calabasas presents a prototype of the progression from rural to urban; what sets the City aside is its desire to insure that this growth does not come without a carefully nurtured sense of both place and community.

Much of the suburban growth in southern California is characterized by cookie-cutter housing developments, walled or gated communities and retail strip malls that lack clear identity. Calabasas incorporated to counter that uncontrolled development and suburban anonymity and to achieve a vision of an active, participatory small town life.

This is reflected in the carefully planned primary retail center in Calabasas, known as "The Commons" and the proposed adjacent Civic Center which when completed will include the new library, a new city hall, and a community theater as well as a common civic plaza and an outdoor amphitheater. Adjoining the Commons and the Civic Center is the prime office space in the community and a major hotel. These have all been planned with the idea of establishing a unique identity for Calabasas and specifically for ensuring a quality of community life that brings people together.

The Civic Center itself is intended to be the focus of the cultural and governmental life of the community, and for many City residents, the new Library will be the heart of the Civic Center.

The Library will be easily accessible to all residents, located in close proximity to retail, business, and restaurants, at a site that provides a natural flow to and from the buildings and functions that bring people out of their homes into common spaces. The new Library and the Civic Center are planned to reflect the reasons why people choose to live in Calabasas and will embody the city's best sense of itself.

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<sup>1</sup> While part of the Civic Center, the Library is projected as the first phase of the Center's development. Its construction will be independent of the financing and construction of the remaining buildings that make up the proposed Civic Center.

The City is served by one public school system, the Las Virgenes Unified School District. Schools are located primarily on the outer edges of the City, so the central location of the new public library will be approximately equidistant from all the schools and is the most appropriate location for a single building intended to serve all the community's students. As detailed in this service plan, a variety of transportation strategies have been developed to insure ease of access for all students.

### **Characteristics of the Library**

The City of Calabasas is eagerly anticipating the construction of its first public library. Library service in Calabasas was initiated by the Los Angeles County Library System in a small room in City Hall in the early 1990's and then moved to a City-leased storefront about 1,400 square feet in a strip mall. When the City withdrew from the County Library System in 1998, with the intention of eventually building a permanent library with an appropriate level of service for this growing community, the City started from scratch with a new collection of about 14,000 items in the same leased space. Six months later the library was relocated into a 4,000 square foot space in City Hall. With a collection now in excess of 24,000 volumes and with growing use, this space was rapidly outgrown and the library was relocated into its third temporary quarters in 2002 – also in leased space – where it will remain until the new library is completed.

The current resources and services of the library are heavily used considering the constraints imposed by the lack of an actual library building. The location that it has occupied for most of the time since coming under City management was a large room in City Hall – itself leased space. While co-located with the City's seat of government, this was neither on a main arterial nor centrally situated for most of the community. Space constraints included inadequate shelving for the current small collection and extremely limited seating. Technology implementation was hindered by limited space for public computer workstations and programming was constrained by a lack of space within the library. Successful programs held in the City Council chambers exceeded the capacity of that room and resulted in some functional difficulties when programs involving live animals and crafts resulted in clean-up requirements incompatible with the room's design and primary function.

Despite these limitations, the existing service has grown in volume, community support, and demand for adequate services and facilities. Although the City's independent library service is only five years old, the library has many more *active* cardholders (over 12,000) than households (7,229). This represents active use by close to 2/3 of the population and use by an even higher percentage of local households. The library continues to issue over 250 new cards per month suggesting that registration will approach 90% of the population by the time the new building is completed.

Existing services hint at what is to come:



- Extensive children's programming includes regularly scheduled story hours for preschoolers and older, elementary school children
- Family programs for ages K-8
- A summer reading program with approximately 500 readers enrolled
- An adult book discussion group that meets monthly at the library
- Internet terminals (10 in all) for children and adults that are in constant demand
- Interlibrary loan services
- An existing program in which high school students tutor elementary school students in the library two afternoons a week;
- An ongoing series of popular workshops for college-bound high school students;
- A new program designed to orient high school students to public library resources that attracted 81 students in its first program this month;
- A Roaming Reader program that visits every Kindergarten and 1<sup>st</sup> grade class in the City and provides continuous classroom visits to the public library;
- Monthly book club meetings for elementary and middle school students focused on curriculum related materials;
- A recently established Teen Advisory Council was instrumental in setting up a new Teen Center in the Library funded by generous donations from local citizens.

A new library will provide the capacity to expand the collection to about 4.5 items per capita, provide adequate seating for use of library resources in the building. This Plan of Service calls for a robust, state of the art technology program, enhanced programming, local special collections and other services presently impossible to provide.

There will be space to accomplish many service enhancements that have been requested, but for which space is not currently available. These new services include:

- A materials collection with depth and range beyond the current "starter" collection
- A new Homework Center operated jointly with the Las Virgenes School District including a deposit collection of school textbooks, peer-to-peer tutoring, training in research methods, deposit collections of curriculum related materials, workshops for college-bound students, and appropriate technology resources

- Study rooms for quiet study or tutoring
- Collections of materials in foreign languages, not only Spanish, but also a number of other European and Asian languages<sup>2</sup>
- Multi-purpose programming space with teleconferencing capabilities
- Internet access adequate to meet the public's huge demand for this service
- Enhanced electronic resources through expanded offerings of licensed databases and additional public workstations
- An enhanced area for young adults to accommodate their needs for technology, media, and books
- Expanded collections of popular media materials including DVDs, books on CD, recorded music, and special collection access to the City's videotaped records of City Council meetings and the meetings of other City Commission
- Special collections of local interest including the Santa Monica Mountains, local history, and the film industry
- Increased programming possibilities for library users of all ages

This plan of service also assumes that the City of Calabasas Library will continue to provide library service not only to city residents, but also to the growing population in nearby unincorporated areas who are making increasing use of the limited library services currently available within the City. At present this neighborly non-resident use accounts for as much as 30% of the library's circulation and it is unrealistic to plan for a permanent facility without taking into account the growing population in the City's immediate environs.

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<sup>2</sup> Based upon the 2000 census these would include Hebrew, Russian, Farsi, Hindi, Korean, Chinese, and Japanese.

## **MISSION STATEMENT**

In 1998, the newly formed Calabasas Library Commission adopted the following Mission Statement for their Library. Together with the information gathered from ongoing public input, previous needs assessments, and the Community Needs Assessment (2003), this forms the basis for this Plan of Service.

“Freedom and democracy require a well-informed citizenry and the full exchange of a diversity of viewpoints. To that end, the mission of the City of Calabasas Library is: to provide free and equal access to materials, information technology, and services, administered by a knowledgeable, professional and caring staff; to respond to changing individual and community needs in reading, research, and education; and to support the cultural, recreational and educational interests, identity and pride of its citizens.”

## **LIBRARY SERVICE GOALS, OBJECTIVES, AND ACTIVITIES**

### ***Goal 1: Provide a Public Library Building Adequate to the Needs of the Community.***

*Discussion:* As an unincorporated area, Calabasas had no local branch library of the Los Angeles County Library System. When incorporated, the area was initially served a tiny collection in a 400 square foot space in City Hall and by limited bookmobile service. When the City provided leased space in a local retail center (less than 1,500 square feet), the County increased its collection and services on a limited basis, but with less than a 1/10 square foot per capita, the space was grossly inadequate to provide adequate library service under any reasonable standard.<sup>3</sup> As the City has refined its vision of public library service, it has developed a plan for a building that will open at a little over 1 square foot per capita and offer about .75 square foot per capita when the City reaches build-out. This is within the range of library buildings in cities of comparable size in California and matches the service program.

### **Objective 1: Provide temporary quarters that will provide for systematic development of library services until the City has a Public Library.**

*Discussion:* The Calabasas public library – still a service, but not a building – is now in its fourth temporary space since the City incorporated in 1991. Each of these locations has provided improvements on the previous ones. The Library is currently providing service six days a week and now has a collection of over 24,000 volumes, about half the

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<sup>3</sup> There are no hard and fast standards for how large a library should be: size is dependent on the Plan of Service that a jurisdiction adopts, financial considerations, and a variety of other factors. California public libraries tend to fall in a size range between .5 and 1 square foot per capita for the service population with larger per capita sizes common in smaller communities and smaller sizes in large systems with many branches.

size projected prior to moving to the permanent library and about one-fifth the size of the collection anticipated when the permanent building reaches full capacity. Service programs and use patterns reflect the growing presence of the Library within the community, but development has been limited by space constraints in the series of temporary locations.

**Action items:**

- A. Provide temporary quarters to house public library services and collections while permanent facilities are planned and constructed.**
- B. Develop materials collections to approximately half the capacity of the permanent library before the new Library opens.**
- C. Initiate service programs that will begin to meet the needs of local residents for public library service and that will demonstrate steady progression towards a fully functioning permanent public library.**
- D. Initiate service programs jointly with the Las Virgenes Unified School District to develop a foundation for a long-term cooperative service agreement based in the new library.**

**Objective 2: Ensure that library planning is integrated with City planning for a Civic Center serving governmental and cultural needs of the citizens of Calabasas through completion of the Civic Center project.**

*Discussion:* Progress on these activities is documented in the Library Feasibility Study for the City of Calabasas (1997), the Civic Center Needs Assessment and Design Guidelines Library Study (2000), the City of Calabasas Public Library Needs Assessment (2003 revised), and this Plan of Service for the Calabasas Public Library (2003 revised). Library Commission members served on two Civic Center Advisory Commissions appointed by the City Council to develop design guidelines for a Civic Center and to work on a master plan for the project. While Civic Center planning continues, the library portion of the site (long since acquired by the City with a Civic Center in mind) has been designated and the Library building program approved by the Council to enable the Library to seek funding through the Library Bond Act.

**Action items:**

- A. Utilize an open public process to define the Community's vision of library service.**
- B. Conduct a comprehensive needs assessment by January 2000 and revised and updated by March 2003 with special attention to the service needs of K-12 students.**

- C. Develop a Plan of Library Service responsive to the community and the Needs Assessment by January 2000 and updated by March 2003.**
- D. Retain a qualified library-building consultant to assist in the development of a building program to fulfill the facilities requirements of the Plan of Service by March 2003.**
- E. Participate in the City's process of planning a Civic Center including providing Library Commission representation and staff assistance to the City's Civic Center Advisory Committee and planning process from the summer of 1999 through project completion.**
- F. Advise and assist the City Planning Commission and the City Council concerning the planning of the Civic Center and the new Public Library through project completion.**
- G. Adopt Joint Venture Agreement with Las Virgenes Unified School District for cooperative provision of Homework Center in the new library and other services to K-12 students.**

**Objective 3: Secure funding for the construction of the new Public Library.**

*Discussion:* In late 2002 the Calabasas City Council authorized City staff to prepare an application for Library Bond act funding in the second grant cycle and committed the City to the required local match and to operating the public library building if funded.

**Action items:**

- A. Commit local funding before March 19, 2003.**
- B. Complete an application for Library Bond Act funding prior to March 28, 2003.**

***Goal 2: The Library will maximize access to its facilities and services including an accessible service location, public transportation options, a user-oriented service schedule, and remote access to library services and resources.***

*Discussion:* One of the major motivations for the City's decision to operate its library independently was local demand for improved access to library services. When the Library opened under city management in 1998, service hours were immediately increased from a thirty-five hour / five day a week schedule to a forty-five hour / six day

schedule. In its present temporary location the library is open fifty-two hours, including three evenings, Saturday and Sunday service. While operating costs may provide some constraints on the number of service hours that can be provided, shaping hours to use patterns and maximizing the schedule through productive use of staff is a highly desirable means of leveraging the community's investment in library facilities and resources.

While temporary quarters have been so cramped that the Library has functioned primarily as a lending library, the Needs Assessment and Plan of Service clearly call for adequate seating, study, programming, and technology facilities to encourage and facilitate use of the library building and the library becoming one of the primary public spaces for the entire community.

The Library will be located in a Civic Center adjacent to a very active City Hall where citizen participation results in local government through a wide range of appointed Commissions and Boards as well as City Council. Public meetings are held daily, nightly, and often more frequently. A community theater and a community plaza and open-air amphitheater designed for community events, art festivals, and similar functions are planned as part of the Civic Center as well. A large office complex, and the restaurants, movie theater, and retail outlets in the Commons next to the Civic Center insure that there will be heavy pedestrian traffic in the area, as well as ample parking that can be jointly utilized under arrangements among all of the above government and private entities in the immediate vicinity.

The City's trolley offers additional public transportation opportunities between schools, housing developments, and other public facilities to the Library and the Civic Center as well.

The central location of the library makes it ideal for service to students attending all area schools since it is located equidistant from the various school buildings in a visible and easily accessible location.

All of these factors combine to improve access to library services and support the need for a service schedule that reflects and complements other use patterns.

**Objective 1: The Library building will be located in the heart of the Calabasas Civic Center for access, convenience, and proximity to public transportation and the primary area of pedestrian and common activity in the city.**

**Action items:**

- A. Locate the Civic Center in the heart of the City to meet the City's service objectives and to maximize the use of the Library and the Civic Center.**

- B. Locate the Library within the Civic Center for ease of access by pedestrians, automobile, and public transit, in a spot both visible and accessible.**
- C. Locate the Library for equitable and easy access by students attending each of the schools within the City.**

**Objective 2: The Library will develop and utilize public transportation options to provide enhanced access to the facility and its services.**

**Action items:**

- A. Proximity to public transportation stops will be a priority in siting the building.**
- B. The Library will develop programs utilizing the City's public shuttle service to enhance use by students, seniors, daycare providers, and other library users for implementation within the first six months of library operations.**

**Objective 3: The Library service schedule will be designed to meet access needs of all segments of the community.**

**Action items:**

- A. The Library Commission will annually review the library's service schedule and evaluate its effectiveness in meeting user needs making changes as warranted by use patterns and public input.**
- B. Service schedules will be established to address the needs of pre-school and school aged children, seniors, working adults, and families. Service will include some morning hours, evenings, and weekend. The current six-day schedule will be expanded to include Monday service when demand justifies the increase and the increase can be supported.**

**Objective 4: The Library will explore and utilize technology to provide access to its services and resources from remote locations in the community and during hours when the library is closed.**

**Action items:**

- A. The Library's catalog and licensed databases will be available via the library web site for computer access by library cardholders 24 hours a day, seven days a week by July 1999. Access will include**

**the ability to request materials, review the cardholder's borrowing record, renew books, and pay outstanding overdue fines or fees.**

- B. The Library will explore and implement interactive, live on-line reference services on an extended hours basis by March 2002.**
- C. The Library will work with the City's CATV to provide access to library programming over the local cable television system and to make archival tapes of public city meetings available to library users on an on-demand basis within the first six months of library operations in the new building.**

***Goal 3: The Library's collections and resources will support the Library's mission to provide for a well-informed citizenry by meeting individual and community needs in reading, research, and education and to support the cultural, recreational, and educational interests of its citizens.***

*Discussion:* One of the preferred library service roles identified in the Needs Assessment for the Calabasas public library is that of a **Popular Materials Center**. The Collection goal and its related objectives reflect that service role and are intended to identify the foundation by which the library collection will be further enhanced and developed. These provide a framework (but not a substitute) for a detailed collection development policy and acquisitions profiles.

The Plan of service calls for building and maintaining a collection of approximately 4.5 items per capita.<sup>4</sup> While this exceeds the national norm, the high turnover of the current collection, the high education levels within the community, and the need for both breadth and depth even in a popularly oriented collection support the decision to target a collection of this size. A larger collection is apt to contain an excessive quantity of dead wood for a service population this size and would unnecessarily constrain other service functions in a building that is intended to provide the community with usable public space rather than a warehouse for old books.

Given the demographics of the community which include a higher percentage of families and greater numbers of children under the age of 18 than normal in both California and the nation, excellent schools, and generally high educational levels, Calabasas is clearly a community that values reading and books.

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<sup>4</sup> The Library intends to acquire most of its collections preprocessed, cataloged, and shelf-ready with bibliographic records directly loaded into its integrated library system. While donations and direct order material will be cataloged and processed by on-site staff, this approach eliminates the need for a large on-site technical services department, relieving staffing resources for public service and building space to house a larger collection and for other public service uses. The cost-effectiveness of this approach has already been demonstrated in the current operation and the library is acquiring materials for use faster than they can often be provided through more traditional models.



The community includes book buyers as well as library users and the library has enjoyed an unusually high and steady stream of useable donations of high quality recently published material, both fiction and non-fiction, adult and juvenile. Fully 20% of the current collection has been donated in the last five years. What is unusual is the quality of these donations – which are reviewed by the Library’s professional staff in keeping with the Collection Development policy – before adding them to the collection. Other donations that are unsuitable for the collection are sold in Friends of the Library book sales in Calabasas as elsewhere with the proceeds being used to support the Library. The nature of this community support will continue to assist the library in rapidly growing a collection of adequate size without diluting the quality of the collection that is developed in the process.

In addition, the library has been the recipient of (and can anticipate continuing to be) significant monetary donations to assist in collection development when there is a building that can house additional resources. The support is strongly evident within the community; all that is lacking is space to house these resources. It will also be critical to developing the identified, locally oriented special collections.

**Objective 1: The Library will provide popular materials for people of all ages according to an established collection development policy and annual budget allocations.**

**Action items:**

- A. The Library will develop an adult collection of high demand items including recreational reading, standard authors, classic fiction, current non-fiction, magazines, and newspapers for adult use. This collection will be supported by ongoing acquisitions and collection maintenance with the goal of developing a basic collection that is up-to-date, emphasizes material that is well used, and is regularly weeded of out-of-date and no longer utilized titles.**
- B. The Library will develop and maintain a circulating collection of popular non-print materials including video recordings, music recordings, recorded books and other audio-visual materials in current formats.**
- C. The library will maintain a core collection of current magazines and newspapers. Back files will be limited, but the periodicals collection will be supplemented by licensing electronic periodicals databases providing full-text access to a significantly larger number of titles and back files. These resources will be available via the Library’s web site for remote patron access and use 24 hours a day, seven days a week.**

- D. The Library will develop and maintain a collection of high interest materials for teenagers and adolescents including print and non-print materials.**
- E. The Library will maintain a deposit collection of current copies of all textbooks in use at the K-12 schools of the Las Virgenes School District for on-site use by students and their parents. The collection will be provided by the School District under terms of a Joint Venture Agreement between the District and the Library.**
- F. The Library will provide temporary reserve collections of curriculum related materials for use in the library's Homework Center. Materials in these collections will be assembled from materials provided by district teachers as well as assembled from the school and public library collections for use in conjunction with specific study units for designated time periods.**
- G. The Homework Center will also house a collection of college catalogs and career materials developed in cooperation with the Las Virgenes Unified School District counselors for use in conjunction with joint programs intended to assist students in planning for post-secondary education and career development.**
- H. The Library will maintain a collection of large print materials appropriate for senior citizens recreational reading and work with the Braille Institute to provide materials for visually impaired patrons.**
- I. The Library will develop and maintain an attractive collection of picture books and easy readers to encourage family reading to pre-schoolers and the transition into reading by kindergarten and early elementary school children.**
- J. The Library will maintain a collection of materials targeted for parents of young children and child-care providers.**
- K. The Library's collections will include materials selected to meet the needs of school aged children including resources intended to supplement school library resources without duplicating them and to meet the recreational reading interests of school aged children to encourage the development of life-long reading.**
- L. While it is anticipated that the Library's collection will be primarily an English language collection, material in other languages native to local residents will also be made available.**

**Objective 2: The Library will provide a core reference collection.****Action items:**

- A. The Library will select and maintain a basic reference collection of current print and non-print sources to meet the needs of its patrons.**
- B. Additional electronic sources will be provided using licensed databases, electronic publications, and Internet resources accessible both to staff and patrons.**

**Objective 3: The Library will provide special collections responsive to the Community's specific needs and interests.****Action items:**

- A. The Library will develop and maintain *the Municipal Living History Archive* special collection. There are two components to this collection. First, developed in conjunction with the Calabasas Historical Society, this collection may include materials related to early life in the area and its historical development such as the Chumash Indian period, the Spanish period, and the "old west" settlement period of the area.**

As a new City, Calabasas also has the unique opportunity to track its recent history. This second component of the *Municipal Living History Archive* will relate specifically to the history of Calabasas as an incorporated City since 1991. Programming should include a media section with videotapes of local government meetings for public viewing and historical purposes. The area should house significant documents and maps related to growth and planning issues, major reports used in government decisions making, and computer databases for researching specific municipal topics (for use by students and the public). This collection will enable better access to City governance and help create an informed citizenry.

- B. Calabasas is also known as the "Gateway to the Santa Monica Mountains," the nation's largest National Recreation Area. There are many agencies and organizations that could utilize a central location for the study of this rare mountainous eco-system. To answer this local and regional need, the Library will also concentrate a special collection on environmental, geographic, and scientific issues related to the Santa Monica Mountains.**

- C. Approximately 25% of City households run home-based businesses, and up to 30% of those are involved in various aspects of the entertainment industry. There is a need for the “*Micro-Business Special Collection*,” which the Library will accommodate to assist local and regional entrepreneurs. This special collection will provide access to materials relating to the operations of independent and small businesses (not offered elsewhere in the region).
- D. The Library will develop and house a collection of items relating to the film and television industry collected and donated by local residents.

**Objective 4: The Library’s Collection Development Profile and policies will be regularly reviewed to insure a balanced approach to collection development in relation to the available resources and service priorities.**

Action items:

- A. Use statistics and a collection assessment will be gathered and analyzed annually as part of the process leading to budget recommendations.
- B. Recommendations for changes or updates in the collection development policy and profile will be presented annually to the Library Commission for consideration.

**Objective 5: The Library collections will be responsive to individual and community interest and demand.**

Action items:

- A. Suggestions for additions to the library’s collection will be actively solicited and responded to.
- B. Donations of monetary support and useable items will be solicited and gratefully received.
- C. When items are unavailable or inappropriate for purchase due to limited demand or specialization, interlibrary loan services will be provided to supplement locally available resources. Interlibrary loan patterns will be reviewed regularly as one means of determining collection strengths and weaknesses.
- D. The library will acquire sufficient copies of heavily requested items to avoid unreasonable delays in filling reserves.

***Goal 4: The Library will provide services that support its role as a community cultural resource and a popular materials center.***

*Discussion:* The Library's role as a Popular Materials Center requires not only that collection development accurately anticipate and respond to community needs, but also that the services, programming, policies, and procedures are user centered in a way that reinforces this role and insures that the library is user-centered. Promotional activities and the active engagement of community groups with particular interests in library programming will keep the libraries relationship with the community interactive and responsive. Library programming should not exist in a vacuum, nor should it be independent of library collection development and the two should operate in a way that is mutually supportive. This dictates having current materials available on topics that attract high attendance to programs and vice versa.

**Objective 1: Library programming will reflect the community interests incorporated in the Library's collections in a complementary manner following programming plans updated annually.**

**Action items:**

- A. The Library will host and support book discussion groups, author visits, performances and other types of programs for users of all ages to spur interest in reading, viewing, or listening to the types of material they enjoy and to enrich the cultural offerings in the city.**
- B. The Library will work with the Friends of the Library, the Library Teen Council, the Calabasas Historical Society and other local groups to organize and present programs that reflect their interests and the utilization of the library as a cultural center.**
- C. The Library will offer and participate in programs such as the "One City, One Book" program which encourages community-wide reading of significant books or the works of particular authors as a means of exploring and developing broad cultural insight and public dialog about literature. This can include both participation in statewide or regional programs, establishing local programs in conjunction with local schools, or programs initiated by the library or participating community groups.**

**Objective 2: The Library will utilize a variety of approaches to promote the use of its resources.**

**Action items:**

- A. Book lists and bibliographies will be utilized to highlight recent acquisitions and areas of special interest within the collection;**

these will be made available in a variety of formats, online enhancements to the library's catalog, and/or the library's web page as well as in print form.

- B. The Library's website and other electronic means (including email notification of the availability of items of interest to requesting patrons) will be utilized to enhance collection access.
- C. Displays will be creatively utilized to enhance ease of access to library resources and to expand library user awareness of the richness of the collection.

**Objective 3: Library policies will enhance patron convenience and facilitate use of the library's collections and resources.**

**Action items:**

- A. Circulation policies will be user-friendly and designed to encourage ease of use of the library. Borrowing periods, renewal options, requests and holds, fine policies, borrowing limits, etc. will be set to maximize user convenience and to insure equitable use of library resources.
- B. Evaluation and feedback mechanisms will be utilized to verify user satisfaction with both the collection and services. Information gathered including use statistics, collection turnover, program attendance, interlibrary loan patterns, and patron requests will inform acquisitions decisions, collection development, and policy setting.

***Goal 5: The Library will perform a Reference Service role, making it easy for library users to get their questions answered or to locate the information they need.***

*Discussion:* The Needs Assessment indicates that reference is one of the primary functions of the library that local citizens cited as important. In the context of a public library of this size, reference can range from identifying and seeking consumer information to homework support for local students to background being utilized by a screenwriter or the studies of a local history buff. It includes assisting library users find information and materials within the local collection as well as identifying items for interlibrary loan from other libraries, information located in online databases, or from Internet web sites. This role has implications for collection development, staffing, and service delivery modes.

**Objective 1: The Library will maintain professionally trained, service-oriented staff to provide excellent reference service to library users.**

**Action items:**

- A. Library staff will include librarians with current knowledge of reference skills including sophisticated search techniques, source identification, information retrieval and evaluation.**
- B. The Library will provide ongoing training to keep its staff performing at optimal levels.**

**Objective 2: The Library reference services will extend beyond the resources of the local collections, the library building, and the library building's operating hours.**

**Action items:**

- A. The Library will maintain access to secondary and tertiary reference services through regional cooperative resources and other means to assist in obtaining information and materials, which exceed local resources.**
- B. The Library will explore and implement means of delivering live, real-time reference services to its patrons via the Internet beginning in 2002 and continuing.**
- C. The Library will implement means of receiving reference requests in person, by mail, by fax, by email, by phone or via the web beginning in 1998 and continuing.**

**Objective 3: The Library will assist its users in developing the skills and techniques to enhance their own research skills and use of library resources.**

**Action items:**

- A. The Library will cooperate with the schools to introduce students to research techniques including such topics as locating and evaluating information on the Internet, researching reports and term papers, homework resources, and use of library licensed databases. A cooperative program will be initiated in 2003.**
- B. Library programs will include basic and advanced Internet searching and use for library patrons when sufficient workstations become available.**

- C. The Library's OPAC and web site will include attractive and easy to use links to the library catalog, licensed databases, a wide variety of useful and reliable Internet sites on frequently requested topics.**

**Objective 4: Library policies will enhance patron convenience and facilitate use of the library's reference services.**

**Action items:**

- A. Reference service policies will be user-friendly and designed to facilitate quick, accurate, and responsive provision of the information being sought.**
- B. Evaluation and feedback mechanisms will be utilized to verify user satisfaction with both services and available reference resources. Information gathered including the number and type of questions asked and answered, program attendance, reference referral and interlibrary loan patterns, and patron satisfaction will inform decisions about staffing, service delivery modes, resource development, and policy setting.**

***Goal 6: Services to K-12 Students – The Library will provide a wide range of services, resources, and space designed to meet the service needs of K-12 students living in its service area supported through a Joint Venture Agreement with the Las Virgenes Unified School District.***

*Discussion:* Calabasas is a community of families, and the city has a higher percentage of children under the age of 18 and households with children than either the California or national averages. The service needs of children include the library resources and services that they need both in their role as students passing from kindergarten through high school, and the information and recreational resources and opportunities that they seek from a public library for non-educational purposes.

Recognizing that curriculum-related library service is a shared responsibility between school and public libraries, the City of Calabasas and the Las Virgenes Unified School District have entered into a formal cooperative agreement to jointly meet the library service needs of this population. This Goal addresses how the parties will jointly provide resources, programs, and space in the new library to meet service objectives for K-12 students in Calabasas. The next Goal addresses closely related public library services for the city's children – including infants and preschoolers – outside the education system.



**Objective 1 – K-3 Students -- to reach every student in the grades K-3, inform them of public library services and programs, issue them library cards, and provide information resources supplementary to school libraries to improve the academic achievement and enjoyment.**

*Discussion:* While local school libraries offer strong support for curriculum, they are accessible primarily during school hours. While some early elementary school students have been introduced to library services as preschoolers, others have not. At an age where language skills and reading are being developed, close coordination between the schools and the public library can assist children in developing the foundations and skills which are essential to all academic achievement in the years ahead.

**Action Items:**

- A. *School visits and outreach.*** The library will provide a Roving Reader program of annual visits to all local elementary schools to introduce library services and programs and sign up students for library cards, public library summer reading programs or year-round events.
- B. *Reading development.*** The Library will provide a rich collection of easy readers and beginning chapter books to help foster a love of reading and the growing confidence of children who are mastering this skill. Library programming and older-younger child tutoring will be utilized in support of this with guidance from school district personnel.
- C. *Adequate collection materials to support early childhood reading.*** The Library needs to significantly expand its collection of both print and non-print materials for pre-school children to meet its service goals in this area. 5,400 picture books and 4,000 easy readers will serve pre-schoolers and beginning readers.
- D. *Children's Technology Center*** – Computer workstations will be provided in the children's library with an age-appropriate portal for use by students this age with links to the children's catalog in the library, elementary school library collections, and linked to web-resources pre-selected for early elementary school students.
- E. *School web links.*** The Library web site will provide links to school web sites to provide access for parents and students to information about school assignments; space will also be provided for teachers to post assignments to the public library web site if this service is not supported by the schools in which they teach.

**Objective 2 – Grade 4 - 7 Students -- to reach every student in grades 4-7, inform them of public library services and programs, issue them library cards, and provide**

**information resources supplementary to school libraries to improve the academic achievement and enjoyment.**

*Discussion:* At this age, students are getting greater amounts of homework and are beginning to use non-fiction and reference resources to support their schoolwork. With school libraries inaccessible after the school day, the public library becomes a logical focal point for studying and beginning research activities. It is anticipated that service to this age group will occur in the juvenile area of the children's room where both study tables and computer workstations will be available for this age group, separated from younger and preschool children on the one hand and from teens, high school students, and adult study areas on the other hand.

**Action Items:**

- A. *Study space.*** The library will include study space and reference services to support students' after-school homework and research needs.
- B. *Collection and textbook resources.*** The library will provide non-fiction resources appropriate for this age group with an eye towards supplementing school resources and meeting curriculum needs. Copies of textbooks in use by this group of students will be made available by the school district in the public library for non-circulating use by parents and students.
- C. *Technology resources.*** The library's public computer workstations and licensed databases will offer resources that support students during library service hours and by remote access utilizing home computers.
- D. *School web links.*** The Library web site will provide links to school web sites to provide access for parents and students to information about school assignments; space will also be provided for teachers to post assignments to the public library web site if this service is not supported by the schools in which they teach.

**Objective 3: – Services to students in grades 8-12 – To offer library services and resources relevant to the needs of students ages 12 to 18 and thereby assist in providing for teenagers a strong educational foundation for adult life.**

*Discussion:* While local school libraries offer strong support for curriculum, they are accessible primarily during school hours. In Calabasas, where there is not yet a public library, students utilize a local bookstore for study space and materials (which would be more appropriately provided in a public library building). The bookstore has been forced to remove some seating and tables to control this phenomenon and it further illustrates the service needs of this age group.

Some of the information needs of this user group are related to their educational requirements. They student need space that is conducive to both individual and, increasingly, group study. Access to group study space will allow for collaborative effort without disrupting other library functions or services is critical.

**Action Items:**

- A. *Provide study space for collaborative and individual work.*** The need for study space has been discussed above. This will be met in two ways: the provision of study rooms and the joint venture Homework Center [see below.] Study rooms should be wired to provide for laptop computer access to the Library's network or with public access workstations.
- B. *Computers dedicated to use by teens.*** Library staff has experienced a continuous demand from students for computers to search the Internet, use chat services, check e-mail, and use word-processing, Power Point, and other application software. Approaches that have worked in other libraries, and which we would like to experiment with over time, would include offering mini-classes and tutorials in such applications as web design, graphics, and programming.
- C. *Homework Center.*** The joint venture Homework Center, located in close proximity to the public library's Teen area, will be equipped to support homework activity by students in middle school through high school. It will include a deposit collection of all textbooks in current use in the Las Virgenes Unified School District and will also house short-term reserve collections of materials supporting current assignments designated by teachers from the school district. The room will be adjacent to the library's primary computer lab and will be equipped with scanners, printers, and presentation assembly areas for students working on group projects. In addition there will be a collection of college catalogs and career information housed in the room in support of career planning workshops and individual student planning for post-high school opportunities. The Center will be available all hours that the library is open with staff and volunteer tutor support available after school and on weekends.

- D. On-line database access.** The Library will maintain access to on-line databases of periodicals, newspapers, and other resource materials to support student assignments. Links will be maintained with school websites to allow remote access by students to Las Virgenes Unified School District licensed databases as well as those provided by the public library
- E. School web links.** The Library web site will provide links to school web sites to provide access for parents and students to information about school assignments; space will also be provided for teachers to post assignments to the public library web site if this service is not supported by the schools in which they teach.

***Goal 7: Children's Services – The Library will provide services, resources, and space to encourage early language development, the discovery of books and a love of reading, and an active and effective use of information resources and technology by children of all ages for both recreational and educational purposes.***

*Discussion:* Calabasas is a community of families, and the city has a higher percentage of children under the age of 18 and household with children than either the California or national averages. It is not surprising that this is reflected in the community's definition of what it seeks in library services and resources or that children's programming and the **Pre-Schoolers' Door to Learning** both were identified as priorities in community surveys and focus groups during the needs assessment process. As a result, children's services emerge as a significant priority in planning service. In addition to the services directed specifically to the needs of K-12 students addressed in partnership with the local school district in the previous Goal, the public library retains additional responsibilities for service to children of all ages.

Even with the limited space of the library's temporary housing, response to children's programming offerings has been very strong with consistent demand for and attendance at pre-school story times and programs, high participation in reading incentive programs, and over-capacity attendance at special events and Summer Reading Program activities.

Heavy demand on the growing collection of children's books, which approaches 50% of total library circulation at present, further reinforces the importance of this user group.

The new library will have space tailored to the different needs of children of various ages and will be designed with what one library commissioner has consistently referred to as a "Wow" factor, intended to stimulate the imagination and draw children to the wonders that the library can offer.

**Objective 1 – *Preschool children* – To reach every family and preschool child in Calabasas, inform them of services available at the library and to bring them into the library for services and materials.**

**Action items:**

- A. *Regularly scheduled toddler story hours.*** The Library will provide programs for parents and two-year-olds intended to expose young children and their parents to books at an early age. This program naturally transitions children into preschool story hours for 3 to 5 year olds and encourages family reading that is critical for language development and school readiness.
- B. *Regularly scheduled story hours for preschool children.*** The Library provides story hour programming to 3-5 year olds without parental attendance. This moves the children into a more independent and social setting and continues development of a love of books. The programs are enhanced with crafts, music, puppets, and physical activities and are very popular providing a backbone of children's programming.
- C. *Special story hours for children in organized day care.*** Organized day care is increasingly common in Calabasas as elsewhere, and library services need to be made available to accommodate pre-school children both off-site at local day care centers and on a scheduled basis for day care providers that have transportation to bring children to the library. A program utilizing the city's shuttle to bring these children to the library offers the opportunity to extend these important services to a group of children who currently lack access to it. Staff visits to day care centers provide a mechanism for off-site services.
- D. *Adequate collection materials to support early childhood reading.*** The Library needs to significantly expand its collection of both print and non-print materials for pre-school children to meet its service goals in this area. 5,400 picture books and 4,000 easy readers will serve pre-schoolers and beginning readers.
- E. *Parenting materials.*** A collection of books to meet the informational needs of new parents is an necessary adjunct to excellent service to pre-schoolers, since in one sense the information needs of young children include the information needs of their parents including information about child development, parenting techniques, early education, day care, and related topics.

**Objective 2 – School-age children – to reach every student in the local K-12 schools, inform them of public library services and programs, issue them library cards, and provide information resources supplementary to school libraries to improve the academic achievement and enjoyment.**

*Discussion:* While local school libraries offer strong support for curriculum, they are accessible primarily during school hours. In Calabasas, where there is not yet a public library facility, students utilize a local bookstore for study space and materials that would be more appropriately provided in a public library building. The bookstore has been forced to remove some seating and tables to control this phenomenon and it further illustrates the service needs of this age group.

The public library meets other needs for this age group including non-school related reading motivation activities and informational and recreational programs directed to this age group.

**Action Items:**

- A. Study space.** The library will include study rooms and reference services to support students' after-school homework and research needs.
- B. Technology resources.** The library's public computer workstations and licensed databases will offer resources that support students during library service hours and by remote access utilizing home computers. As noted in the Goals addressing student needs, computers with portals to age-appropriate websites will be located in the children's section of the library while other equipment will be available in the Homework Center for older children and in the Library's Computer lab.
- C. K-8 family programs.** Library programs for children in this age range have been extremely popular and well attended, often drawing as many as 150 for puppet shows, animal programs, and science presentations when held in the chambers of the City Council. These will be continued and extended in space within the new library.
- D. Book Clubs.** The Library will sponsor Book Clubs for children of different ages to encourage reading and to promote interest in literature.
- E. Reading promotion activities.** The Library will offer a variety of regularly scheduled and occasional seasonal and year-round reading promotional activities for children.

*Discussion:* Summer reading programs and similar themed reading incentive programs at other times of the year are a proven, effective means of attracting children to the library and developing and encouraging reading as a pleasurable and necessary activity. Reading, like any skill, is

perfected through its exercise, and if reading is perceived as a chore, it can be resisted, resulting in lower educational performance and avoidance. The public library provides a substantial role in reading development by motivating reading as both a recreational activity and as a means to gathering information necessary to success in a wide range of other activities including sports, hobbies, and other, non-academic interests as well as educational requirements.

Access to a wonderful collection of attractive, interesting, and enticing books is one of the keys to developing a love of books. A public library staff that provides *service* to children and is not always in an instructional mode is another key component and programs that motivate reading and library use are also crucial.

**Objective 3: – Young Adult Services – To offer library services and resources relevant to the needs of students ages 12 to 18 and thereby assist in providing for teenagers a strong educational and cultural foundation for adult life.**

*Discussion:* Adolescents as a group are sometimes overlooked as a separate service group. Libraries have typically found it difficult to engage the attention of this group which is too old to use the children's collection and too young for the adult collection. While teens have a wide range of activities and demands on their time and attention, it is critical that the Library address their information needs in a responsive manner.

As addressed in previous objectives, some of the information needs of this user group are related to their educational requirements and here space conducive to both individual and, increasingly, group study that allows for collaborative effort without disrupting other library functions or services is critical. Additionally, books that address common teen interests, problems and concerns can be extremely useful as adolescents begin to assert their independence and seek other viewpoints as they begin to find their own way into the world and challenge adult authority.

It is crucial that service is provided to them with respect and without condescension by a library staff that actually enjoys people of this age and can successfully interact with them. Involvement of teens in planning and presenting programs is one method to insure that service to this group is effective and well received.

**Action items:**

- A. Provide a dedicated space for teens within the library. Create an area of the library for teen use including a collection of materials directed towards teen interests and academic needs, and featuring other materials such as magazines, DVDs, and music. This program will be developed in 2003 with the establishment of the Klein Teen Center in the existing temporary library facility**

supported in part by a generous donation from a local family. The Teen Center / Teen Scene will move to the new library with enhanced space and additional resources.

- B. *Teen Advisory Board.* The Library will operate a Teen Advisory Board made up of teens from the community to assist in planning services and programs for teenagers and as a source of volunteers for library programs and activities.
- C. *Provide study space for collaborative and individual work.* The need for study space has been discussed above and will be addressed through the provision of both small study rooms and a joint venture Homework Center. Space should be wired to provide for laptop computer access to the Library's network or with public access workstations, and scanners, printers, and presentation assembly areas should be offered for students working on group projects.
- D. *Computers dedicated to use by teens.* Library staff has experienced a continuous demand from students for computers to search the Internet, use chat services, check e-mail, and use word-processing, Power Point, and other application software. Approaches that have worked in other libraries, and which we would like to experiment with over time, would include offering mini-classes and tutorials in such applications as web design, graphics, and programming.
- E. *Book Clubs.* The Library will sponsor Book Clubs for teens to encourage reading and to promote interest in literature.

**Objective 4: The Library will provide adequate staff to meet the varying services needs of children of all ages.**

*Discussion:* The key to excellent children's services is a staff including well trained, service oriented librarians, knowledgeable about children's literature and child development, who like kids and display a passion for serving them well. Differing skills and temperament may be required to serve pre-schoolers and teens, and the library must be staffed to the full range with care, grace, and good humor.

Staffing for service to children and students will be enhanced by school district personnel as enumerated in the Joint Venture Agreement between the city of Calabasas and the Las Virgenes Unified School District and by the use of volunteers including student volunteers.

***Goal 8: The Library will provide cultural, recreational, and information resources and services to adults to continue lifelong learning, meet their***



*occupational goals, provide them information to participate in government at all levels and the life of the community.*

**Objective 1: Provide collection resources sufficient to meet at least 90% of patron requests for library materials and informational requests.**

Action items:

- A. *Provide adequate collection resources.* This was the most consistently expressed need throughout the needs assessment process and is addressed in Goal 3 above.
- B. Provide functional access to information beyond the local collection through electronic resources, reference services, and interlibrary loan.

**Objective 2: The Library will be a major cultural institution in the City of Calabasas.**

Action items:

- A. Library programming will provide activities related to books and literature, music, and the arts.
- B. Library collection development will reflect and support the cultural life of the community.
- C. The Library will work closely with other local cultural, historical, and arts groups in developing its own programs and in support of community cultural programs and events.
- D. As part of the Civic Center, the Library will share and include space for exhibiting the work of local and regional artists works and materials of local historical interest.

**Objective 3: The Library's multi-purpose and programming space will be utilized for library and community programs, meetings, and other events.**

Action items:

- A. Library programming will address the interests and service needs for library users of all ages.
- B. The Library will work cooperatively with other City departments, Commissions, as well as community organizations to insure that

its services, resources, and facilities strengthen the fabric of community life in Calabasas.

**Objective 4: The public library plays a vital function in insuring a well-informed electorate and wide citizen participation in self-government.**

**Action items:**

- A. The Library will provide access to information about city, regional, state, and federal government through its collection, website, and reference services.**
- B. The Library will be a local polling space, including space for early voting beginning with the November 2002 election.**
- C. The Library will provide facilities for viewing the local government cable channel and archival tapes of city government meetings.**
- D. The Library will maintain a local history collection including an active archive of materials that reflect the history of local government since the foundation of the City in a readily accessible and user-friendly manner.**

***Goal 9: The Library will utilize current technology to enhance and deliver service at the best possible level both within and beyond the Library building.***

*Discussion:* Technology is not an end in itself, but it is an essential component of delivering excellent library service. The Library's Technology Plan (revised 2002-03) [attached] identifies the approach and the requirements for utilizing technology to enhance and deliver all aspects of library service.

***Goal 10: The Library will maintain an excellent staff to fulfill the Service Program of the Library.***

*Discussion:* The Calabasas Library has been operated under a service contract with Library Systems and Services, LLC since 1998. This contract was revised in 2001 for a new three-year period. When this contract expires, the City may request new service proposals, renegotiated or extend the existing contract, or choose to create a new department and hire new staff. The current contract has provisions for cancellation in the event of inadequate performance or for other reasons. The City retains ownership of all library assets and sets all library policy and service priorities.

The City's contract with LSSI specifies service and staffing levels and it provides accountability for performance. The current contract covers provision of library service within leased space until an actual public library is built. At this time the City has no plans to hire its own library staff.

This Library Plan of Service identifies that a qualified, experienced staff is necessary to operate the library. The staffing chart represents projected dedicated, on-site service staff necessary to operate the City's desired permanent public library. It is anticipated that most materials will continue to be acquired cataloged and pre-processed, shelf-ready for circulation, but that local professional staff will continue to catalog donations and direct orders as they do now. As a result the library does not require space or staff for a large technical services department. In addition, professional librarians who provide additional services in automation, technology, and collection development support as well as management supplement the local staff and provide additional support services that are covered by the City contract with LSSI but not included in this staffing chart. Whether or not the City continues its relationship with its current contractor when the new library opens, it is anticipated that the staffing levels in the chart that follows will be needed.

**Anticipated staffing level:**

<b>Staff Level</b>	<b>New library</b>	<b>FY 01-02</b>
City Librarian	1 FTE	1.0 FTE
Librarian (MLS)	3 FTE	1.5 FTE
Library associate	2 FTE	1.5 FTE
Automation technician	1 FTE	.25 FTE
Library assistants	4 FTE	1.5 FTE
Page	4 FTE	2.0 FTE
<b>Total FTE count</b>	<b>15 FTE</b>	<b>7.75 FTE</b>

This level of staffing is anticipated in the projected operating budget.<sup>5</sup> Since the Calabasas library staff members are not city employees, a number of personnel functions and issues are addressed through the service contract. However, this plan of service includes several personnel related objectives.

**Objective 1: The Library will be staffed with qualified personnel at a level that can effectively and productively meet library's Plan of Service.**

**Action item:**

- A. Staffing levels will be reviewed annually as part of the contractor performance review and will be adjusted as necessary to meet changes in the Library's Plan of Service.**

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<sup>5</sup> Additional staffing equaling a minimum of one additional FTE will be provided by the Las Virgenes Unified School District under terms of the Joint Venture Agreement. This staffing will be included in the District's annual operating budget and is therefore not reflected in the library budget.

- B. Performance objectives and regular performance reviews of individual staff members will be implemented to insure quality and service standards are met.**
- C. Library staff development will be provided to insure that staff remains currently trained and that service improvement objectives can be met.**

### **TYPES OF SERVICES TO BE OFFERED**

Goals 3 – 8 in the Library Plan of Service outline the major types of service that will be offered in the Calabasas Public Library.

In keeping with the nature of the City – a well-educated, suburban community with many families with children, and an above average number of preschool and K-12 aged students – the community Needs Assessment process identified the primary service roles of the Library to be a Popular Materials Center, providing Reference Services, a Preschooler's Door to Learning, and offering robust children's programming and services for K-12 students. The library is seen as being central to the cultural life of the city and crucial to establishing civic identity as part of the Civic Center in the heart of the public (government), retail and business centers of Calabasas.

Major services and their components include:

- **Popular Materials Center:** Basic library lending services providing a wide range of current books, magazines, recorded books, music, and video formats to meet the recreational, informational, and cultural interests of the community. The collection will be larger than average on a per capita basis (4.5 items vs. 2 items which is the national average) but it will be managed in a manner that offers sufficient copies of high demand material and weeds obsolete or passé material from the collection when it is no longer current or being used. A collection development policy and acquisitions profile will be annually revised. Patron suggestions for acquisitions and donations will be solicited and encouraged. Circulation policies will be flexible and user friendly. The Library will provide comfortable reading and browsing areas to encourage in-library use of these collections and will offer programming and catalog access options intended to promote reading and utilization of the collections. Collection turnover, interlibrary loan patterns, customer surveys, and collection use analysis will be utilized to measure the effectiveness of the service and its responsiveness.
- **Reference Services:** These services include providing librarian assistance in responding to user requests for information – both from the library's own resources and external sources – and extending access to information through technology applications including web-based virtual reference

service, databases licensed for both on-site and remote access, and a variety of information deliver channels. Many respondents to community surveys indicated a need for librarian assistance in locating information and support for student research, general information queries, and more technical information all surfaced as important. A library the size that Calabasas envisions will not be a major research library. Therefore it is critical that service options include reference referral to secondary or tertiary reference services, access to significant library collections in the area and throughout the state, and the Internet which are all essential to meeting this service need. As with the circulating collections, these services will be tailored to meet the differing needs of significant service populations in the City.

- **The Preschoolers' Door to Learning:** With many families and a high percentage of children under the age of six, this service role was identified through focus groups and surveys of library users and non-users alike. Early exposure to books and reading are critical to language development and readying children for formal education as well as developing lifelong habits of reading. Service in this area will include aggressive collection development as well as regular scheduled programs for parents and babies, toddlers, and for 3-5 year old preschoolers involving age-appropriate stories, crafts, and activities in small groups.
- **Children's programming:** Library programs for school aged children and Teens will include a variety of reading incentive programs throughout the year, collection development and services intended to supplement the educational programs of local schools and their library resources, study space for individual and group study, and computer workstations dedicated to child use with a large variety of useful, age-appropriate Internet links identified and maintained. Interaction with students will be more service-oriented than instructional, but cooperative programs with local schools will also assist students in mastering research skills. Outreach programs in elementary schools will introduce school children to public library resources and provide a means to sign up new library cards holders. The City's public transportation shuttle will be utilized to make the library easily accessible to students after school.
- **Services to K-12 students:** Library programs for K-12 students are spelled out in the Joint Venture Agreement between the City of Calabasas and the Las Virgenes Unified School District. These include coordinated efforts to register students for library cards and to introduce students to library resources and services both in the schools and the public library. The Homework Center and study space in the new public library are designed to meet student needs for library facilities after school hours when school libraries are closed and the central location of the public library is intended to equitably serve students from all the schools in the

city. Transportation provided by the city's shuttle service will assist students who are too young to drive in reaching the Library. Other services for students include tutoring, college prep and career workshops, a deposit collection of textbooks for use by students and families, computer databases and production workstations, links to school web sites and on-line resources.

- **Adult programming:** In addition to lending library and reference services, the library will provide a variety of cultural activities, book discussion groups, arts programs, author readings, and similar activities to meet the demand for increased cultural opportunities within the City. Active partnerships have already been established with the Friends of the Library, the local Historical Society, the Education Commission, and the Arts Council and the opportunity to expand the range of cooperative efforts with other local community groups is boundless.

While other service ideas surfaced throughout the needs assessment process, these major services represent those receiving the greatest consensus and support. The City's move to operate an independent library was occasioned by a feeling that local collection and service needs were not being met when the library was a branch of a large county system. Residents desired an expanded service schedule, and an actual library building (as opposed to a tiny leased space) of a size and quality that would help building community identity and pride. They wanted lots of new books, accountable, service-oriented staff, and excellent services for families and children.

They also wanted as much library service as their tax dollars could buy under local control and with an assurance that their library taxes would be used to serve the community that paid them. As the Library develops and new service needs emerge, it is anticipated that the range of services offered will grow with the Library and the community as well.

The City of Calabasas has taken the first steps toward accomplishing those goals during the last four years. The Implementation Plan that follows outlines an approach to completing the rest of the process of establishing a Public Library in Calabasas.

## **IMPLEMENTATION PLAN**